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Explained: Grantmakers

Everything You

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and a to do in writing the master proposal is to gather the documentation for it you will require background documentation in three areas

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consultants, and others in pursuit of grants from U.S. foundations, this guide provides real-world proposals that resulted in funding for a variety of needs, including general operating support, program development, staff salaries, and

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Grantseekers

evaluation. The featured proposals request anywhere from \$5,000 to \$500,000 in funding and were approved by international grantmakers such as the Charles Stewart Mott Foundation, large regional funders

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such as the Robert W. Woodruff Foundation, corporate donors such as the Mitsubishi Electric America Foundation, and local funders (including family foundations).

This book is a work of conscience. It is

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the product of a long-standing feeling of obligation on my part to write something useful for a special group of people to which you probably belong—individuals who seek grants. In my years as Director of the New York library of The

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Foundation Center,

* each and every

day I encountered

numbers of

individuals look ing

for grant money.

Although I tried to

be as supportive as

possible, in the

face of the

particular problems

shared by this

group of library

users, my own

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reaction was one of relative helplessness.

Simply stated, most of the fund-raising guides, printed directories, and computer files purport edly created to serve the fund-raising public are of little or no use to individuals who

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seek funding on their own. These resources are directed *The

Foundation Center is the independent, nonprofit organization established by foundations to provide information for the grant-seeking public. vii viii I
PREFACE toward

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the nonprofit, tax-exempt agency, which is the most common recipient of foundation, corporate, and government largess. They are not designed to respond to the special requirements of the individual grant seeker. In the

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applicant eligibility index, the Catalog of Federal Domestic Assistance defines

individuals as "homeowners, students, farmers, artists, scientists, consumers, small-business persons, minors, refugees, aliens, veterans, senior citizens, low-

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income persons,
health and
educational
professionals,
builders,
contractors,
developers,
handicapped
persons, the
physically
afflicted." In short,
practically
everyone qualifies.

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The manager of bibliographic services at the Foundation Center assembles actual grant proposals that have garnered money for nonprofit organizations, as a guide for newcomers to grant writing, presenting them in

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Sections on special single-year and multi-year projects, endowment, building or renovation, general and operating support, seed money, and planning grant, and also providing examples of letters of inquiry, cover letters, and

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budgets.

Grantseekers

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Winning

How to Win Grants
Proposals

demonstrates a
three-stage grant
development
model distilled into
101 actionable
strategies,
arranged in order
of execution and
supplemented by

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helpful checklists.

In stage one,

“Prepare,”

grantseekers begin

by assessing their

personal and

agency fundability,

improving their

positioning for

grants, learning

shortcuts to

planning successful

grant projects, and

finding out how to

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locate the most likely sources of grant funding. In stage two,

“Persuade,”

grantseekers learn how to convince private and public grantmakers that their project deserves funding by adapting their project plan to the specific needs of

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each funder. In stage three, “Perform,” readers learn the most important ways to continue attracting grant funding for the long term. This indispensable guide also dispels widespread myths about grantseeking, identifies

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Unproductive

behaviors to avoid,
and teaches
readers how to

engage the

funder's interest
and make the most
compelling case for
their project. With
all this and more,
How to Win Grants
is every individual
and organization's
ticket to a winning

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grantseeking
campaign!

Grantwriters often have little or no training in the practical task of grantseeking. Many feel intimidated by the act of writing, and some don't enjoy writing. In *Storytelling for Grantseekers*,

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Second Edition,

Cheryl Clarke

presents an

organic approach

to grantseeking,

one that views the

process through

the lens of the

pleasures and

rewards of crafting

a good story.

Grantseekers who

approach the

process as one in

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which they are connecting with an audience (grantmakers) and writing a narrative (complete with settings, characters, antagonists and resolutions) find greater success with funders. The writing process becomes a

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rewarding way to tell the organization's tale, rather than a chore, and their passion and creativity lead to winning proposals. This book walks readers through all the main phases of the proposal, highlighting the creative elements

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that link

components to each other and unify the entire proposal. The book contains resources on crafting an effective synopsis, overcoming grantwriter's block, packaging the story, and the best ways to approach the "short stories"

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(inquiry and cover letters) that support the larger proposal. Clarke also stresses the need to see proposal-writing as part of a larger grantseeking effort, one that emphasizes preparation, working with the entire development

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Grantseekers

maintaining good relations with funders. In

Storytelling for Grantseekers, new and experienced grantseekers alike will discover how to write and support successful proposals with humor and passion. New edition

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features: Overall updates as well as both refreshed and new examples

Workshop

exercises for using the storytelling approach New chapters on the application of the storytelling method to other fundraising communications

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like appeal letters
and case
statements, as well
as the importance
of site visits

Example of a full
narrative proposal

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FOR Grantseeker's Toolkit. "For most worthy nonprofits to fulfill their missions, passion anddedication are simply not enough. Securing financial resourcesrequires that 'the case' for support be made in a clear andpersuasive fashion. Beyond

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their skill in
winning grants,
New and Quick also
know how to
effectively coach
others, in
a conversational,
step-by-step
manner, to do the
same!"--Dr.

Janice B. Yost
President Mary
Black Foundation,
Inc. "Grantseeker's

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Toolkit is an outstanding and comprehensive reference document for the grantseeker and writer. Cheryl and James have created a valuable resource for both the novice and the experienced grantseeker/writer."--
Marlene L. Ritter
Unit

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Head, Leadership
Development
Office of Quality
Winning Louisiana
a Department of
Education.

"Grantseeker's
Toolkit is a breath
of fresh air. This
book should provide
a recipe for
community-based
organizations and
small universities

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that have spent thousands of dollars hiring writers to develop proposals. Several copies of this book should be on file in the business or grants office of every community-based organization and community college or university.

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Cheryl and Jim
should
becommended for
developing this
tool."--Arlene A.

Granderson,
M.P.H. Director of
Operations, Office
of Rural Health
Policy Department
of Health and
Human Services,
Rockville, MD.

"Grantseeker's

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Toolkit is a very valuable resource on the complex process of grant development. It will be useful for all grantseeking groups or individuals. Mr. Quick and Ms. New's advice and direction is useful across the full range of grant prop

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osaldevelopment,
from the simplest
grants to the mostc
omplex."--Geraldin
e Ritter Director,
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THE DISK The
enclosed disk
contains forms and
exercises that help

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you develop the skills you need to design grant proposals customized to fit both your organization's needs and your potential funder's requirements.

Previous Praise for
Winning Grants
Step by Step

"Warning: this book

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works. It provokes you to ask the right questions, hand-holds you through practical exercises, and offers a map that includes paths to develop strategic relationships with funders." —E.

Eduardo Romero,
Nonprofit
Roundtable

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"Winning Grants Step by Step is a very practical A-to-Z resource that speaks to the importance of staying focused on your mission every step of the way. The third edition is artfully updated with words of wisdom from grantmakers

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themselves, as well as updates on the latest processes and buzzwords all grantseekers need to know." —Heather Iliff, Maryland Association of Nonprofit Organizations

"With solid advice and clear examples, nonprofit leaders will find it a page

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turner!" —Clarence Hauer, senior director, strategy and organizational development, St. Louis Nonprofit Services Consortium "Winning Grants Step by Step is a gift to nonprofit organizations. The valuable insights and hands-on tools will instantly make

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any proposal more competitive."

—Alex Carter, Your Nonprofit Coach

"Developing great grant proposals is essential for nonprofit leaders.

Winning Grants

Step by Step

provides important guidance to those who are new to fundraising as well

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as to anyone who
needs a refresher.

This new edition of
Winning Grants

brings updated
tips and vivid

examples. As an
experienced

fundraising

consultant, I believe

it will help my

clients and

colleagues alike."

—Maria Gitin,

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CFRE, Maria Gitin & Associates "As an executive director, fundraising is on my mind every day. It's great to have a resource like Winning Grants Step by Step to use and share with my board, staff, and peers." —Deborah Menkart, executive director, Teaching

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"This book provides

a comprehensive,

step-by-step guide

for grant writers,

demytifying the

process while

offering

indispensable

advice from

funders and grant

recipients. This

new, 4th edition

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offers a comprehensive

look at the entire

grants process as it

stands in today's

unsettled

economy, plus the

latest trends. "--

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